

20 November 1981

NOTE FOR: Deputy Director of Central Intelligence

The role of Executive Director I have outlined here establishes a powerful centralizing force that will represent the imposition of an intervening layer between the deputies and the DCI/DDCI. With the right person, that would be a very positive development. On the other hand, it could be a significant obstacle to innovation, creativity and keeping the DCI and DDCI well informed. On balance, I would recommend an Executive Director with responsibilities along the lines spelled out in the attached except that the deputies would not report to the DCI/DDCI through the Executive Director on planning and resources but instead that he would chair a coordinating body simply to bring them together on these issues regularly--somewhat along the lines of the present monthly Comptroller meetings only expanded to include planning and priorities. This would retain the deputies' direct relationship with you and the DCI but provide an appropriate forum for comprehensive coordination.

R.G.

EXECUTIVE DIRECTOR

The Executive Director shall have responsibility for overall management of the Central Intelligence Agency and of the Office of the Director. His duties shall include:

- Overseeing the agenda and schedule of the CIA Executive Committee
- Coordination of the activities of Agency components
- Directing planning and budgeting, to include:
 - Coordination of the Agency's long-range plan as approved in October 1981
 - Preparation of Calls for Annual Programs
 - Consolidation and integration of individual component planning submissions for DCI review
 - Evaluation of programs and provision of continuous assessment of program progress and costs
 - Providing independent analyses of Agency programs
 - Participation as appropriate during the development of programs at office, division or directorate level for purpose of rendering advice and assistance on resource requirements
 - Development and administration of the Agency budget
 - Maintaining liaison with the Office of Management and Budget on all budgetary matters including the apportionment of funds available to CIA
 - Coordination with other government agencies on all budgetary matters relating to CIA
- In collaboration with the Director of Personnel, developing and directing Agency manpower control program
- Ensuring necessary action by the proper component on decisions of the Director and Deputy Director and monitoring implementation
- Ensuring that all components are advised of policy decisions or intragovernmental actions affecting them
- Reviewing all management-related papers requiring action by the Director or Deputy Director
- Acting for or in the absence of the Director and Deputy Director in exercising DCI directive and approval authority

- Chairing a newly established Senior Priority Review Panel to ensure that Agency collectors and production offices are coordinating fully on priorities and working against mutually agreed and policy relevant targets. (The Panel to include the DDO, D/NFAC, DDS&T, and the Director of Policy and Planning.)

The following components will report to the DCI through the Executive Director on all aspects of their activities:

- The Comptroller
- The Office of Policy and Planning
- The Office of Personnel
- The General Counsel
- The Executive Secretary
- The Office of Equal Employment Opportunity

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